

DISCOVERY

The Development of Combat Power and Efficiency

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Through the Many Facets of Aerospace Medicine



Brooks City-Base: the transition



July 22, 2002



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Photo by Tech. Sgt. Pedro Ybanez



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What does City-Base really mean?

(Editor's note: The following is a message from the 311th Human Systems Wing commander to the Brooks population.)

By Brig. Gen Lloyd Dodd

By the time you read this, Brooks Air Force Base will no longer exist...and Brooks City-Base will. Hopefully, all the equipment, signs, paper, tents, and stands from the Conveyance Ceremony Monday will have disappeared.

You look around and ask yourself, "What's the big deal?" Everything seems pretty much the same. You might wonder what all the fuss has been about. Was it really a big event or just a lot of hype?

The truth is that nothing has changed and— at the same time— things have changed hugely.

In the day-to-day execution of our mission, nothing has changed. We still teach, consult, acquire, treat, test, try to clear the in-box and tame the e-mail monster, all the things we have been doing, just the way we've been doing them. No difference.

And that is City-Base Facet Number One: the mission goes on.

In fact, the mission will continue to grow. New military units and missions are coming to the base. Over time, the growth of on-site partners from academia and industry will actually enhance the mission, making Brooks even more powerful in the operational medicine arena.

Then you look out the window. You see pretty much the same level of activity and traffic you saw last week. No hoards of ram-paging gangs with shotguns and cans of spray paint. No suspicious looking, trench coat-clad strangers whispering surreptitiously into their cuff-links.

City-Base Facet Number Two: the quality of life for our people will be maintained.

Security has been worked through a combination of technology applications and new procedures. Even when our uniformed troops no longer man the gates the Brooks Development Authority will have civilian guards in place.

We will still have military troops responsible for security, supported by the San Antonio Police Department, performing law enforcement duties. There will be some minor crime, but there always has been.

We will still have the Services functions. Everything from the library to the golf course and fitness center will still be here. If we should privatize some portions of the base activities in the future, the currently eligible beneficiaries will still be guaranteed the same access at the same cost.

Building maintenance will be at the same or at a higher standard than we've been able to manage in the past, but it will now be



Dodd

performed by a contractor working for the BDA, Grubb and Ellis Management Service, and not by a Department of Defense owned capability.

Base housing is being privatized but the residents will pay nothing at all out of pocket, even for utilities, unlike many military housing privatization initiatives, and the maintenance will be at least as good as we've had in the past, again courtesy of GEMS.

See, no difference. So what's the big deal?

The big deal is what you don't immediately see, the taking over of many municipal functions by San Antonio and those functions happening just as well but a lot cheaper than the military has been able to do them.

Running a small city within a large city simply isn't an economically smart thing to do.

City-Base Facet Number Three: the savings are very real.

Military manpower slots are returned to the Air Force where they can be redistributed to focus more closely on direct warfighter support. Civilian manpower slots are cut, but the dollar savings can now go to force modernization and readiness needs.

In the first 20 years of the lease, my personal estimate— completely unofficial— of the cost avoidance and savings in taxpayer dollars is well over \$100 million. The cuts we took getting to this point, which we cannot officially count, will be easily that much again. Any income from development is in addition to the previous savings and is split between the Air Force and the BDA, but the BDA has agreed to plow what it nets back into the base...a win-win for the military.

Then consider City-Base Facet Number Four: we are a prototype.

Some or all of what we have done here might be applicable to other military installations around the country. What we save will probably be ultimately a tiny fraction of the long-term savings to the DoD and the American taxpayer.

When all is said and done, most of us will hardly notice or remember we are living and working on a City-Base and not an Air Force base. But for all the quiet sameness, we have made a monumental contribution to the country.

My sincere thanks and compliments to everyone who helped make City-Base a reality.

We're not only making history, we're living it.



Godfrey grateful for City-Base cooperation, support from community

By Rudy Purificato
311th Human Systems Wing

Countless, seemingly insurmountable challenges that various stakeholders encountered en route to making City-Base a reality never dashed the hopes of a Brooks senior leader who relied on his unfailing optimism to realize a shared vision.

"Despite all the challenges, I never doubted our ultimate success. I believe what we've done will have a lasting, favorable impact on the Air Force, our Brooks mission and on the economic vitality of San Antonio," said Dr. Brendan Godfrey, 311th Human Systems Wing deputy director.

Godfrey said the greatest challenge was maintaining an effective coalition for four years.

"The City-Base process was extremely challenging, especially for (everyone in) the Brooks Development Office in holding that team together. It simply wore people out," admits Godfrey. As a consequence, he noted, five people headed the Brooks Development Office: Col. Mike Binion, Wendy Campbell, Col. Richard Hughes, Pat McCullough and Juan Perez.

According to Godfrey, despite BDO leadership changes, the commitment and steadfastness demonstrated by City-Base stakeholders and supporters eventually prevailed.

"I started counting the number of people who contributed in a substantive way, but I stopped when I got to 100. I can not possibly enumerate everybody who has made a contribution," said Godfrey.

However, the HSW deputy director is particularly grateful to several people who played major roles in the City-Base process. Foremost among them are U.S. Sen. Kay Bailey Hutchison and U.S. Rep. Ciro Rodriguez, who worked together in



Photo by Tech. Sgt. Pedro Ybanez

Dr. Brendan Godfrey, 311th Human Systems Wing deputy director, (second from right), signs the official Brooks City-Base Ceremonial Certificate during the conveyance ceremony July 22 in front of Hangar 9. Also signing the certificate are (from left): Howard Peak, chairman of the

Brooks Development Authority; Fred Kuhn, Deputy Assistant Secretary of the Air Force for Installations; Brig. Gen. Dave Cannan, Air Force Materiel Command civil engineer; Godfrey; and Cindy Taylor, president of the South San Antonio Chamber of Commerce.

Congress to secure enabling Brooks City-Base legislation, and former Secretary of the Air Force F. Whitten Peters who recognized the value of such a historic venture.

Other major players that Godfrey considers essential to having helped City-Base become a reality are Gerry Kauvar, former Deputy Assistant Secretary of the Air Force for Installations, his successor Fred Kuhn, former Air Force Materiel Command civil engineer Maj. Gen. Todd Stewart and his successor Brig. Gen. Dave Cannan.

"Many people in the community helped us," Godfrey said, citing City-Base advocates that include Bob Sanchez, former Brooks Opportunity Task Force and Brooks Advisory Board chairman; former San Antonio

Mayor Howard Peak who now serves as Brooks Development Authority chairman; Dick Grant, former South San Antonio Chamber of Commerce chairman; Lori Veters, chair of the Mayor's Brooks Real Property Task Force; Robert Ramsey, chair of the Mayor's Brooks Partnership Task Force; and Precinct 4 Bexar County Commissioner Tommy Adkisson.

Godfrey also praised the enormous contributions made by the San Antonio city government including Mayor Ed Garza, District 3 city councilwoman Toni Moorhouse, former city councilman Tim Bannwolf, Ramiro Cavazos, the city's director of Economic Development, and his assistant Manny Longoria; and Assistant City Manager Chris Brady. Many organizations contributed to the City-

Base process through their advocacy Godfrey said. They include the Greater and South San Antonio Chambers of Commerce, the Environmental Protection Agency and the Texas Natural Resources Conservation Committee.

Godfrey said City-Base is without question a national model. Evidence for this is contained in Defense Secretary Donald Rumsfeld's Efficient Facilities Initiative proposal recently sent to Congress.

"The second half of that legislation is patterned in detail after the Brooks City-Base legislation. It shows how high a level of support from our government the Brooks (City-Base) model has received," said Godfrey.

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DoD's first City-Base launched at Brooks

By Rudy Purificato

311th Human Systems Wing

The city of San Antonio and the U.S. Air Force officially launched a bold, new experiment July 22 with the creation of Brooks City-Base, a technology and business center that supporters believe will serve as a national model for innovative economic development.

The conveyance ceremony, made possible by special enabling Congressional legislation, was held at historic Hangar 9 at Brooks.

U.S. Sen. Kay Bailey Hutchison, U.S. Rep. Ciro Rodriguez and Gen. Lester Lyles, commander of Air Force Materiel Command, passed a symbolic key for the property and facilities Brooks has occupied for 85 years to San Antonio Mayor Ed Garza, and Brooks Development Authority chairman Howard Peak.

"The challenge of this age is we must respond with a bold, new experiment. Brooks City-Base will become a magnet for growth by creating opportunities for research and technology that will be needed in the war on terrorism," said Rodriguez.

The event marked the first time in U.S. history that a military installation has been turned over to a municipality to reduce federal government infrastructure costs while creating a venue for economic growth through business, academic and scientific partnerships.

The move makes the Air

Force a tenant on land it once owned and allows Brooks to expand research and development opportunities supporting America's warfighters without the responsibilities associated with maintaining a military base.

"What we are doing is creating something entirely new, giving birth to a new entity that will benefit not only the Department of Defense, but all of America," said Brig. Gen. Lloyd Dodd, 311th Human Systems Wing commander, who served as ceremony emcee.

Dodd was among several ceremony speakers who recognized the bi-partisan effort by Hutchison and Rodriguez that resulted in Congress passing legislation creating the first City-Base in the U.S.

"It's truly a win-win situation for the United States Air Force, and our federal government, win-win for the City of San Antonio, the state of Texas and our country. We'll be able to concentrate on our vital mission here. It will improve mission effectiveness

“ We'll be able to concentrate on our vital mission here. It will improve mission effectiveness and reduce infrastructure.”

**Gen. Lester Lyles
AFMC commander**



Photo by Dale Eckroth

Holding the ceremonial key to City-Base are (from left) Howard Peak, chairman of the Brooks Development Authority, San Antonio Mayor Ed Garza, U.S. Sen. Kay Bailey Hutchison, Gen. Lester Lyles, commander of the Air Force Materiel Command, and U.S. Rep. Ciro Rodriguez.

and reduce infrastructure support," said Lyles. The AFMC commander noted that the City-Base serves as a national case study on community-government partnerships.

The initiative also positions the Air Force and the city of San Antonio to potentially attract major revenue-producing tenants, such as a proposed federal vaccine facility.

Several speakers noted Brooks will continue to serve a vital role in America's war on terrorism. Air Force people at Brooks perform leading edge research to integrate the human element into warfighting systems.

"We're already building for our future (here)," said Hutchison, "We're committed to our number one priority of homeland defense."

Many Air Force missions here already support home-

land defense initiatives. Among them is the Air Force Institute for Environment, Safety and Occupational Health Risk Analysis' Epidemiology Laboratory that has for years developed influenza vaccines supporting the World Health Organization.

The major federal homeland security initiative Hutchison referred to in her ceremony address is the proposed establishment of a national laboratory whose mission will be to develop vaccines for all known bioterrorism agents.

"We're building a City-Base to be in a good position to bid for the national vaccine laboratory," Hutchinson said in describing the proposed \$1 billion facility that could employ as many as 500 people.

"The future of Brooks and the city is also the future for

homeland security," said Mayor Garza, referring to Air Force assets that already exist here that support bioenvironmental health and safety.

Peak, former San Antonio mayor who heads the Brooks Development Authority tasked with future City-Base development, said, "To get to this place, it's taken a tremendous amount of faith on an untried concept. Just having a good idea and cause, evidently, is not enough.

It took tough work in the trenches at Washington, D.C., to overcome the odds. What we see ahead (for City-Base) won't come cheap. It's going to take the resources of the federal government and investments of the city to capitalize on the amazing action taken at Brooks."

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Stop! Security Forces to maintain gate security

By Rudy Purificato
311th Human Systems Wing

While most of you may have noticed this week Security Forces guards still manning the gates, don't be surprised if you are stopped and asked to produce an identification card.

Despite the change to a City-Base, Brooks workers may still be asked to show their identification cards at the gates for now while future security plans are reviewed and eventually implemented.

"General Dodd has not set a date for the removal of the gate guards, but it could be around Oct. 1. Current procedures stay in place for the time being," said Maj. John O'Connor, 311th SFS commander. Meanwhile, both the main gate and Human Systems Wing gate will feature the familiar faces of our Security Forces who will also maintain a presence throughout City-Base.

"We will be monitoring the gates and recording the traffic flow. We'll also be checking Air Force (leased) buildings and responding to alarms,"

O'Connor explained. The monitoring to which O'Connor refers involves video cameras.

The only major law enforcement change workers and visitors will notice now is the presence of San Antonio Police Department patrol cars. "They are now responsible for traffic enforcement," O'Connor said, noting that tickets will be issued by SAPD officers for any traffic violation made on City-Base.

Nevertheless, the SFS will be ever watchful. Said O'Connor, "We'll still have a presence here, 24 hours a day, seven days a week."

Part of that presence will be maintaining for reference the computer database called "Gatekeeper." Implemented shortly after the Sept. 11 terrorist attacks, the system has helped Security Forces track visitors to the base.

"Airman 1st Class Brian Bowles with the (311th) Communications Squadron came up with the idea when he was a Security Forces (gate guard) augmentee," said Gatekeeper devel-



Photo by Tech. Sgt. Pedro Ybanez

Security Forces members man the main gate.

oper Mike Young, a General Dynamics web developer who works on City-Base.

As for future gate entry, no controlled access is planned. However, the two gates will be monitored.

There are also no plans to re-open the old West Gate that has been per-

manently closed since 1995. A new time schedule for the HSW gate, which now is briefly open during the work-week to accommodate lunchtime and morning and evening rush hour traffic, has not been announced.

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Local community leaders optimistic, praise Air Force-San Antonio initiative

By Rudy Purificato

311th Human Systems Wing

The consensus among community leaders who have voiced their support for Brooks City-Base is an optimistic belief that San Antonio and the Air Force will both prosper from the unprecedented venture.

“It’s great news for our entire community. It’s important for us to take charge of our own destiny,” said Pre-



Photo by Tech. Sgt. Pedro Ybanez

District 3 City Councilwoman Toni Moorhouse and U.S. Rep. Ciro Rodriguez gather at the Challenger Learning Center prior to the conveyance ceremony.

cinct 4 Bexar County Commissioner Tommy Adkisson.

A lifelong southside resident, Adkisson is thrilled by City-Base’s potential for economic development that can benefit the Air Force and San Antonio. He said the move to create a community-government partnership is the right proactive approach to planned economic growth.

So important is Brooks City-Base to San Antonio economic development plans that it was included in the first Southern Sector Strategic Summit co-sponsored July 2 by U.S. Rep. Ciro Rodriguez, State Sen. Frank Madla and State Rep. Robert Puente.

The summit’s theme “Building the Southside of the Future” provided a forum for 16 speakers to brief their strategies and initiatives for Southern Sector growth. Among them was City-Base spokesman Howard Peak, Brooks Development Authority chairman who also serves as Regulatory Strategy executive director for SBC Communications.

“It’s all about linking and leveraging resources and initiatives,” said South San Antonio Chamber of Commerce president Cindy Taylor about the historic summit.

She believes that City-Base is vitally important to the future of Southern Sector business and academic growth as a future revenue

“It’s great news for our entire community. It’s important for us to take charge of our own destiny.”

**Tommy Adkisson
Precinct 4 Bexar County Commissioner**

generator through new partnerships and enterprises. Taylor was among the 16 City-Base conveyance ceremony signatories.

Another summit presenter who is an active City-Base supporter is Bexar County Judge Nelson Wolff. “We’ve better positioned ourselves with City-Base. I view it as a positive development by lowering the overhead for the Air Force while encouraging them to keep the services (assets) here,” he said.

Wolff chairs a committee working to bring the proposed national vaccine laboratory to San Antonio. He said building upon Air Force-developed technologies and partnerships that already exist here is part of a long-range strategy to use City-Base as one of the lynchpins for South San Antonio economic development.

“Hopefully, what we build around it (City-Base) will complement what is being developed here,” he said.

District 3 City Councilwoman Toni Moorhouse, a City-Base conveyance ceremony signatory, includes Brooks, Kelly USA and Stinson Field in what she calls “The Triple Crown” for southside development.

“The door to the future for the southside already has been open,”

Moorhouse said, referring to City-Base development plans linked to economic strategies that target Kelly USA and nearby Stinson Field, one of the nation’s oldest continually operating municipal airports.

Important to City-Base development, Moorhouse noted, is the continued growth of small businesses. The Southern Sector features the majority of San Antonio’s Historically Underutilized Business Zones, a federal program supported by the Air Force to encourage small businesses to compete for federal contracts.

The Air Force Outreach Program Office, a City-Base tenant, has for years worked to increase the number of HUBZone businesses participating in the Small Business Administration program.

The Air Force has increasingly relied on small businesses to provide the goods and services needed to meet national defense objectives.

Ramiro Cavazos, the city’s Director of Economic Development, briefed summit participants about future plans to partner with City-Base to expand small business outreach.

“This is a tremendous opportunity for DOD, the Air Force and the city to show how well they work together in looking toward the future,” said retired Air Force Col. Eddie Mims, referring to City-Base. Mims, former director of the Air Force Outreach Program Office, attended the conveyance ceremony believing that the historic initiative will provide even more opportunities for small business development.

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Music brings people together

By Rita Boland
Staff Writer

It was only fitting that the Air Force Band of the West play at the Brooks City-Base Conveyance Ceremony.

On a day when service member mixed with civilian, each showing their best to one another, the Ceremonial Band represented the excellence that results when community combines with military.

“We like to think our performances reflect the Air Force’s professional image,” said Master Sgt. Mark Hill, a trombone player.

“One of our goals is to strive for perfection in our performance. It shows one more dimension of the Air Force.”

Hill has been playing with the Air Force for 18 years, longer than any other musician at the ceremony, and has been with Band of the West for three years.

Members of the band must audition for their positions. Though some members have had previous Air Force experience, many members audition for the band before signing up for the military.

If civilians audition and are accep-



Photo by Cerise Fenton

The Band of the West from Lackland Air Force Base provides patriotic music during the Brooks City-Base Conveyance Ceremony.

ted, they bring a letter to the recruiter that guarantees them a spot in the Air Force as a musician.

“It is extremely hard to get in. They might not become a member of the Band of the West,” said 2nd Lt. Matthew Seifert, Band of the West conductor and deputy director.

“They might go to a band in California, however that’s very, very rare. Our representatives in the Pentagon like to make sure new bandsmen get their first choice for their first enlistment.

The Band of the West is headquartered at Lackland Air Force Base. The Air Force is the second largest employer of musicians in the United States. The Army is the first. The Band of the West has the capacity for 60 members, but only 29 participated in the Brooks City-Base Conveyance Ceremony. The Ceremonial

Band had 28 musicians in the winds, brass and percussion sections plus their conductor.

The band played a medley of marches for 20 minutes before the ceremony, setting a patriotic and expectant tone.

The choice of music portrayed not only the anticipation of the crowd for the beginning of the ceremony, but the anticipation of the Department of Defense and City of San Antonio, to see if their pioneer project would succeed.

“We represented the Air Force in a ceremonial sense to the community,” Hill said.

The marches were chosen on the spot from a group of songs the band has prepared at all times including National Emblem by E.E. Bagley, Invercargill by Alex Lithgow, Salutation by Roland Seitz and Washington Post by John Phillip Sousa.

“This is something we’re always ready to do,” Seifert said. “We expect this of the players and they always give it to us. It’s part of our job to be here. Since ceremonies like this come on very short notice, we know how to do this.”

For the ceremony, they also played The Star-Spangled Banner when the Honor Guard presented the colors.

The Band of the West performs 400-500 times a year. Some of their concerts may be a soloist singing the National Anthem, another might be a rock concert at a local high school and another might be a presidential inauguration or change of command ceremony.

For every hour of time in concert, the musicians play four to six hours of practice.

Band of the West members expected the organizers of the conveyance ceremony to request their presence.

“We kind of knew we’d be asked,” said. Maj. Dean Zarmbinski, commanding officer of the Band of the West. “We’re proud to play in any significant event like this in the community or Air Force.”

That same pride is carried by all the musicians in the band, who know that booking their services can be difficult and competitive, but also know that they represent humanity and unity in a uniform often associated with war and separation from other citizens.

“We’re always very proud to go out and do that kind of performance,” Seifert said. “It’s one of our primary missions.”

And so as the band finished playing, and the audience showed their admiration, the image served as a subtle symbol for the event at hand — military and civilian celebrating a common, innovative interest to serve the American people.

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Civil engineers' legacy built on reliability, productivity

By Rudy Purificato

311th Human Systems Wing

Eighty-five years ago, when the 311th Civil Engineer Squadron's predecessors built the first structure on Brooks Field, a formula for success was established for today's Brooks City-Base successors to emulate: combine necessity and practicality with economy and efficiency to facilitate customer satisfaction.

It was certainly clear to the Brooks Field Engineering Department in 1917 that building a wooden observation tower was a practical necessity to safeguard base planners and visitors from the dangers of rattlesnake-infested property. That first tower inaugurated the work of government engineers who built and maintained Brooks during an era of unprecedented change.

That change started with World War I when Brooks Field became the Army Air Service's primary flying training base. Army engineers designed and built the airfield and its hangars, shops and support facilities. They also were responsible for supporting projects that included construction of 'prop' structures for military exercises, parade ground reviewing stands and a roller rink.

The golden age of civil engineering here began after World War II when aerospace medicine pioneer Maj. Gen. Harry Armstrong envisioned the creation of the world's first aeromedical research center. His dream came true in 1959 with the activation of the U.S. Air Force Aerospace Medical Center.

The 3790th Civil Engineering Group oversaw the center's construction, begun in 1957, which included five buildings and the heating and cooling plant situated in the '100' area.

Evolving into the 3790th Installations Group, base civil engineers' responsibilities expanded with the completion of the center's phase I construction. Besides fulfilling base utilities, building and grounds maintenance and repair requirements, CE supported engineering requirements off-base including Lackland Air Force Base's Wilford Hall Medical Center.

By 1961, Brooks civil engineers had renovated World War I and II barracks for enlisted students and visitors to use until quarters and housing units were completed.

"In 1978 SARPMA (San Antonio Real Property Maintenance Agency) was formed to take care of all the bases," recalls Edward Kadlecik, Jr., former deputy base civil engineer. He said, "Each base did all of its programming for military construction through SARPMA. SARPMA's work force was dispersed among the five bases."

SARPMA workers at Brooks continued to support new building construction, demolition of old wooden buildings and a variety of other former base CE activities.



Photo by Rudy Purificato

Vincent Kruzic, with the 311th Civil Engineer Squadron, holds a 1958 San Antonio Express and News he found hidden inside a wall while repairing a water fountain in Bldg. 125.



Photo by Gil Dominguez

Brooks civil engineers check the progress of the multi-million dollar construction of the the Air Force Center for Environmental Excellence in March 1995.

One of SARPMA's major contributions was the removal of asbestos from buildings constructed in the 1960s and 1970s.

In 1981, however, an Air Force Inspector General visit revealed that Brooks had not had a master plan for base development since 1956. By 1984, SARPMA had begun implementing the Brooks-developed base comprehensive plan. This plan, divided into three five-year phases, featured ambitious future development goals that included building a contractor/visitor center.

The plan also provided the impetus for resolving base drainage problems. In 1985, SARPMA engineers expanded a spring-fed pond into a 2.2-acre lake. "We called it Zapata Lake, named for roads and grounds foreman Emilio Zapata," recalls Eli Rush, a former SARPMA worker. The work to create what is now the FamCamp Pond and recreational area was dangerous. "We had the security police kill a lot of water moccasin snakes there," admits Rush.

The Fort Sam Houston-based SARPMA was disbanded in 1988. As a consequence, the 648th Civil Engineer Squadron was established at Brooks, eventually becoming the 70th and finally 311th Civil Engineer Squadron.

During the past 14 years, base CE workers honed a reputation for reliability and productivity. The diverse work force included painters, carpenters, plumbers, welders, electricians, surveyors, masons, pavement specialists, heavy equipment operators and entomologists. Among their many unheralded tasks was the collection and disposal of hazardous waste, conservation work that identified and protected historically significant assets, and animal control of domestic strays and wild creatures. They also negotiated numerous leases to allow civilian organizations to use the base's old runways for driver training and commercial safety tests. Additionally, they provided oversight support during a Brooks renaissance in major new building construction in 1995 that included the Air Force Center for Environmental Excellence headquarters and U.S. Air Force School of Aerospace Medicine's academic complex.

One of their most important contributions was flood control. "Roads and grounds (crews) built an earthen dam near Bldg. 820 to stop water from a nearby creek from flooding homes in Berg's Mill," said Rush.

James 'Shorty' Balderama, Juan Valdez, Joe Puente and 'Smiley' Zule were among a colorful cast of CE characters whose countless contributions weren't publicly recognized unless a major emergency occurred. One such incident involved CE's Herculean task of preventing Hangar 9 from collapsing during a storm in the late 1980s. "It had shifted 15-20 feet. We worked all night to pull it back onto its foundation," recalls Rush.

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Joint Honor Guard ushers in City-Base

By Rudy Purificato
311th Human Systems Wing

They may wear different shades of blue, but they color complemented one another carrying the red, white and blue U.S. and Texas banners during the Brooks City-Base conveyance ceremony that featured a joint Brooks-San Antonio Police Department Honor Guard.

Symbolizing the unity between the Air Force and city of San Antonio, the joint honor guard presented the colors during the historic event that took place at Hangar 9.

Brooks Honor Guard members who participated were Capt. Andrea Gooden who carried the U.S. flag, and Staff Sgt. Jeff Perry who carried the U.S. Air Force flag. San Antonio Police Department Honor Guard officers Efrain Apaez, Willie Dillon and Will Smith supported the joint color guard team as riflemen and Texas flag bearer.

Several Brooks Honor Guard members also served as ceremony escorts.



Photos by Rudy Purificato

Brooks and San Antonio Police Department joint honor guard members practice together for the first

“We’ve done mixed color guards with a lot of other agencies,” said Sgt. Patrick Murnin, commander of the San Antonio Police Department Honor Guard. However, Murnin doesn’t recall his 36-member organization having previously participated in a combined honor guard with the Air Force.

“This was a one-time occasion for us,” said Brooks Honor Guard commander Staff Sgt. Melissa Gonzalez, referring to her group teaming with the police department.

Nevertheless, it was a special mo-

time just days before the City-Base conveyance ceremony held July 22 at Hangar 9.

ment for the Brooks Honor Guard that prides itself on its commitment to excellence.

“We currently have 45 members organized into three flights. We support community events, military funerals and weddings covering the southeast region of Texas from San Antonio to the border,” explained Gonzalez.

The Brooks Honor Guard will continue to render honors during the Brooks City-Base era.

Volunteers who meet eligibility requirements must serve a minimum of 18 months. Once accepted, new

members participate in a one-week training class.

“We’ve also started a Brooks Drill Team,” Gonzalez said, noting that training for this group will be much more rigorous.

While U.S. Space Command is the only Air Force MAJCOM to host an annual drill team competition, Gonzalez said future plans include the establishment of an Air Force-wide drill team event.

Active duty Air Force members who are interested in joining the Brooks Honor Guard or Drill Team should contact Gonzalez at 536-2635.

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Under the guidance of Staff Sgt. Melissa Gonzalez (right), participants in the joint Brooks-San Antonio Police Department Honor Guard practice at the City-Base ceremony site at Hangar 9.



People work behind the scenes to support City-Base ceremony

By Rudy Purificato

311th Human Systems Wing

The senior service’s new slogan ‘An Army of One’ was recently overshadowed in San Antonio by an ‘An Air Force of many’ who satisfied the logistical behemoth created to support the Brooks City-Base conveyance ceremony.

What could have become a nightmare turned into a formidable challenge for the countless workers who labored with great urgency when the ceremony site was changed less than a week before the event was to take place.

City-Base ceremony planners couldn’t afford the luxury of subscribing to the time-sensitive logistical impossibilities associated with the ancient saying “Rome was not built in a day.” What they had to do in a hurry was get everything ready before it rained again.



Workers apply vinyl sealant to the concrete floor’s expansion joints in Hangar 9.

“I think the cooperation between the Air Force and the city has been outstanding in terms of the logistics associated with putting on this event. Everyone pulled together when we changed the venue. It was a huge, positive experience for both parties,” said Col. Stuart Cowles, 311th Human Systems Wing vice-commander.

The original ceremony site, the Bldg. 150 parade field, had been turned into a marsh by more than 14 inches of rain during San Antonio’s wettest July ever.

The decision to move the July 22 ceremony to Hangar 9 was made on July 16 after planners realized the futility of trying to use a parade field that had enough standing water to attract migratory ducks.

Fortunately, Hangar 9 was the backup inclement weather site. Nevertheless, everything planned for the original ceremony site had to be modified to fit on a much smaller area.

The city of San Antonio was responsible for staging the post-ceremony luncheon while Brooks was tasked with ceremony planning.

“I didn’t start to worry until June 29 when it started raining and didn’t stop,” admits Shelia Klein, Brooks Heritage Foundation executive director. However, she knew that volunteers and staff would be able to respond quickly in preparing the historic facility to host an estimated 1,500 people.

“We had a plan. There was good communications between the many people in-



Photos by Rudy Purificato

Airmen Basic Shamera Coleman and Raul Urbina help clean Hangar 9 in preparation for the City-Base ceremony. The airmen are students at the U.S. Air Force School of Aerospace Medicine.

volved,” confessed Klein who along with assistant Eli Rush possessed the institutional knowledge associated with staging a large ceremony under potentially adverse weather conditions.

“Eli and I watched it (the rain) for a week. We knew where water pooled on the parking lot and in the streets,” she said, noting that their information was invaluable to planners who had to simultaneously develop an outdoor and indoor ceremony plan. The Challenger Learning Center had to be included in the planning as the pre-ceremony site for dignitaries to sign 14 of the 15 conveyance documents.

No matter what plan was used, Hangar 9’s interior had to be altered. Exhibits had to be moved, including Hangar 9’s centerpiece artifact, a rare and fragile World War I-era JN-4 Jenny aircraft. Large U.S. and Texas flags, that originally hung from the

eastside hangar door rafters, had to be re-located. Hangar 9’s faded orange-colored windsock, situated 65 feet above the west hangar door, had to be replaced.

While landscapers trimmed trees and bushes, electricians re-wired the facility to accommodate 311th Communications Squadron-installed sound equipment featuring both outdoor and indoor speaker systems.

To safeguard visitors from any existing tripping hazards, Grubb & Ellis Management Services hired contractors to fill the expansion joints in Hangar 9’s concrete floor with a vinyl sealant.

Meanwhile, several hundred chairs and a couple of bleachers had to be transported to the site along with stages for dignitaries and the media.

The city contracted with a local caterer to erect a 100x50-foot luncheon tent and a smaller kitchen tent on

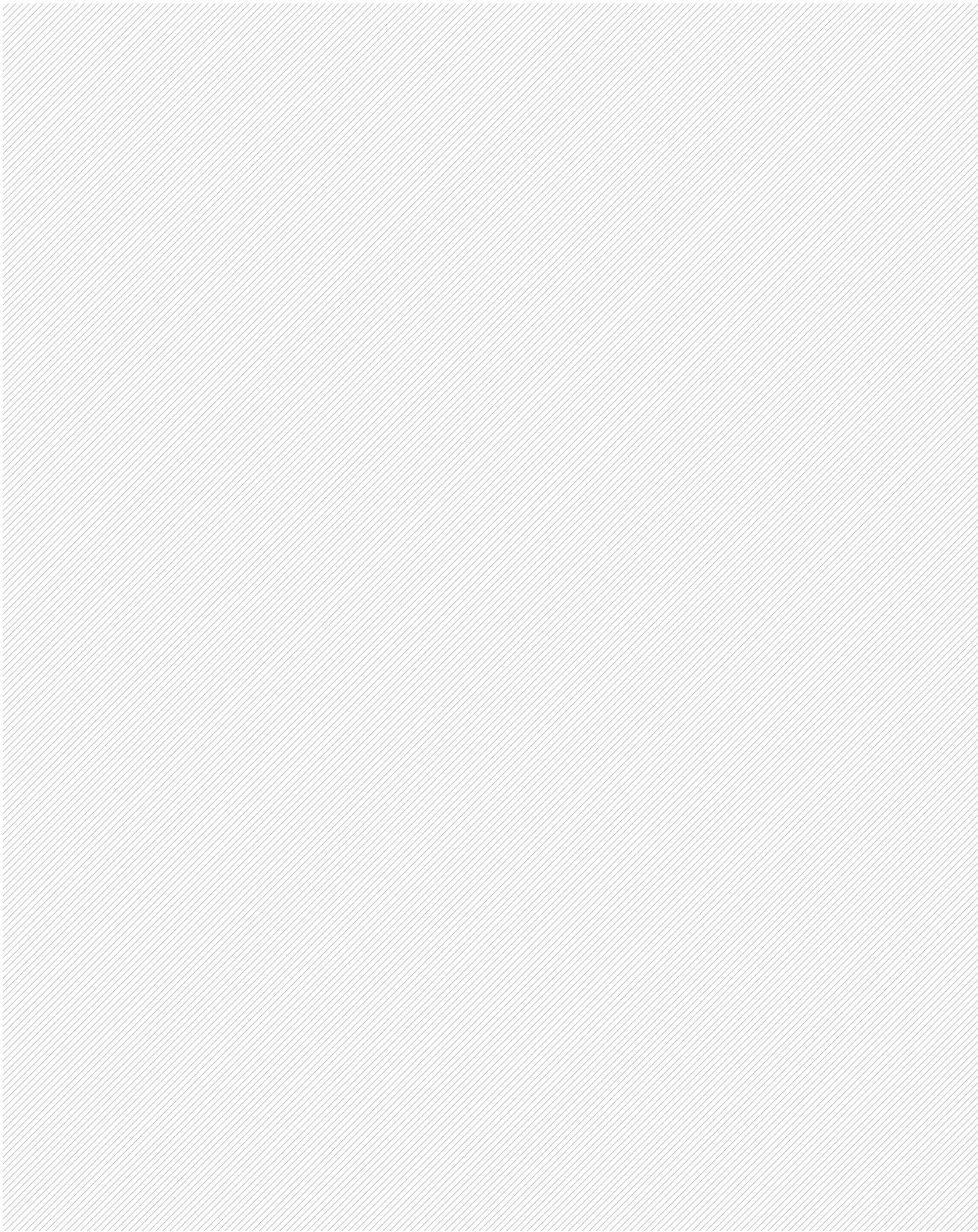
Hangar 9’s east parking lot.

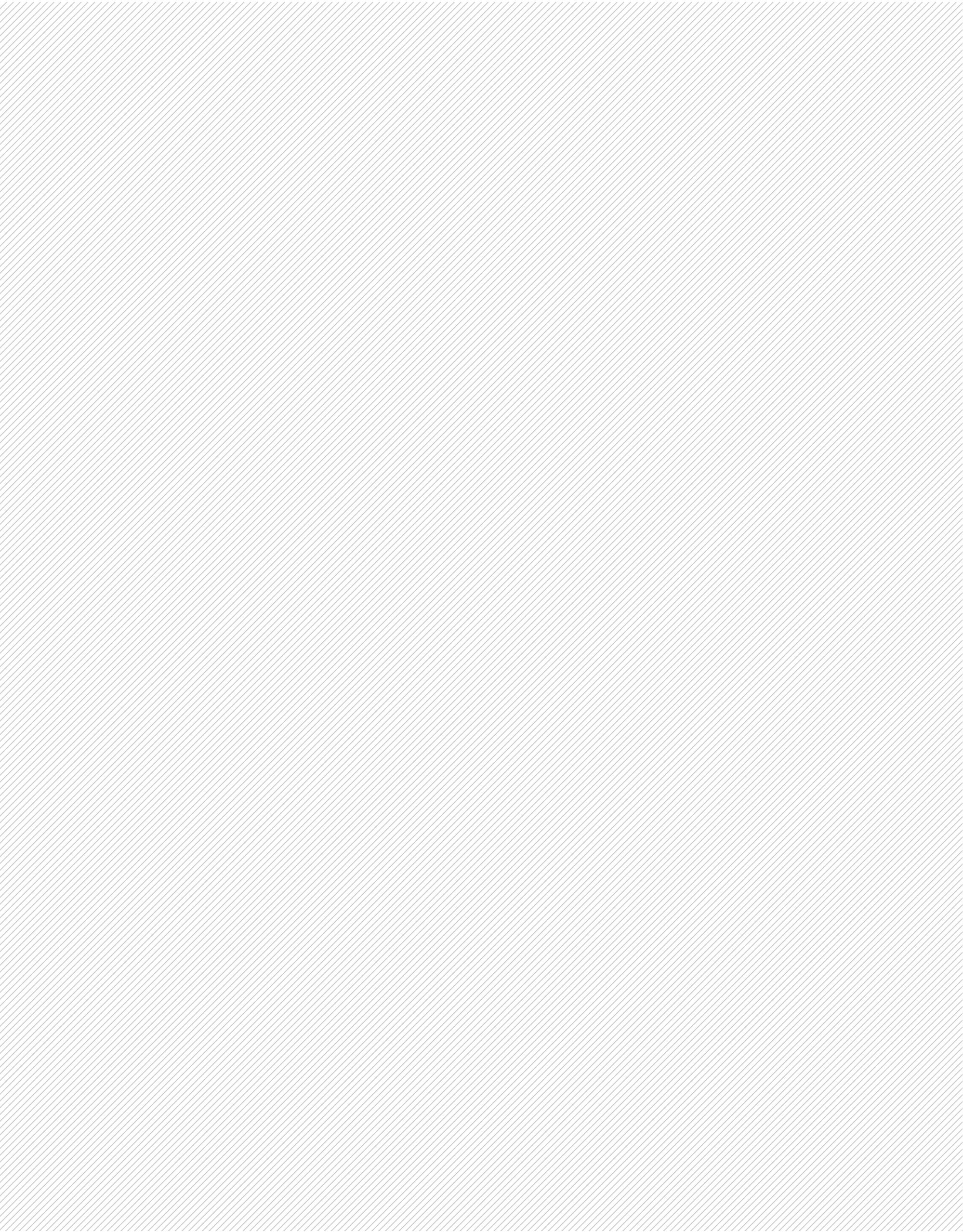
The 311th Security Forces Squadron had to modify its original traffic control and parking plans to accommodate the venue change.

One of Liz Martinez’s last acts as chief of HSW Protocol was arranging transportation and billeting for numerous dignitaries. “This is the largest and most complex protocol project that I have been involved with,” Martinez said, noting that she also had to mail about 500 invitations. She credits Sandy Jenkins with the City Manager’s Office for helping her as well as other City-Base ceremony planners.

Klein said this was the largest ceremony, in terms of a short-notice change of venue, ever held at Hangar 9. The largest known ceremony staged at Brooks was the 1963 visit of President John F. Kennedy, which attracted 3,000 people.

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Brooks legacy lives in history

By Dr. Ed Alcott and Shelia Klein
Brooks Heritage Foundation

Brooks was a war baby, born of necessity to train pilots for World War I. Ground was broken for the facility Dec. 8, 1917. Building plans for the base were generated by the Detroit architectural office of Albert Kahn, who designed a curved 16-hangar line facing an open field. Though designed to be “temporary” structures, one of the 16 hangars, Hangar 9, remains in its original location and is a national historic landmark. When completed, runways were merely packed dirt and the planes used were Curtiss JN-4’s, Jennys.

Brooks Field was formally named Feb. 4, 1918, in honor of Cadet Sidney J. Brooks,

Jr., the first San Antonio native to die in World War I-related aviation activities. Brooks received his wings posthumously, and was buried with full military honors in a San Antonio cemetery. In Novemeber 1993, with the permission of his relatives, his remains were brought to Brooks and re-intered in the memorial garden on the west side of Hangar 9 that was dedicated to his memory in 1987.

Brooks Air Force Base history is a chronology of American military aviation. Brooks has a rich heritage and is one of the oldest continuously active U.S. air bases.

From its first mission, the training of Army pilots, Brooks evolved into an internationally known aerosapce medical research and education facility, and still serves as a human-centered advocate for the Air Force in weapon systems design and development.

Many significant events have taken place at Brooks over the years. In 1930, the first instrument (blind flight), flew from Brooks to Scott Field, Ill. William Ocker, known as the Father of Instrument Flight, was on board, proving theories about instrument flight that

he had spent years studying and researching at Brooks.

In 1963, President and Mrs. John F. Kennedy, Vice President Lyndon Johnson, and other dignitaries dedicated the complex of buildings recently added to the School of Aerospace Medicine. Kennedy’s speech that day was his last official act as President of the U.S. He was assassinated in Dallas the next day.

Many notable military figures have served at Brooks, including Charles Lindbergh, Claire Chennault; Russell Maughan, the first pilot to make a “dawn-to-dusk” flight across the U.S.; Elwood Quesada, a pioneer in mid-flight refueling; and Carl J. Crane who wrote the first manual for instrument flying.



Photo by Rudy Purificato

Eli Rush applies a cleaning agent to the JN-4 Jenny at Hangar 9 in preparation for the City-Base conveyance ceremony July 22.

Spanning millenniums, ever evolving, and adapting to meet the needs of those who defend the free world through education, training, research and development. Brooks City-Base is only one more step in that evolution and without a doubt, will remain an important part of a new culture.



Feature



BROOKS CITY-BASE

A Technology and Business Center



The transition begins July 22, 2002



Photo by Tech. Sgt. Pedro Ybanez

Gen. Lester Lyles, commander of the Air Force Materiel Command, shakes hands with U.S. Sen. Kay Bailey Hutchison and presents the ceremonial City-Base Key to her.

Staff Sgt. James Thompson, of the Air Force Institute for Environment, Safety and Occupational Health Risk Analysis, and Airman 1st Class Nicole Spratling, of the 311th Air Base Group, hold the Brooks City-Base Conveyance Certificate and Key. Thompson and Spratling participated in the conveyance ceremony.



Photo by Cerise Fenton

(Right) The crowd and news media gather in front of Hangar 9 waiting for the ceremony to begin.



Photo by Tech. Sgt. Pedro Ybanez

Brig. Gen. Lloyd Dodd, commander of the 311th Human Systems Wing, signs official documents at the Challenger Learning Center prior to the City-Base Conveyance Ceremony.



Photo by Dale Eckroth

San Antonio area TV stations aired live reports on their morning and noon newscasts.



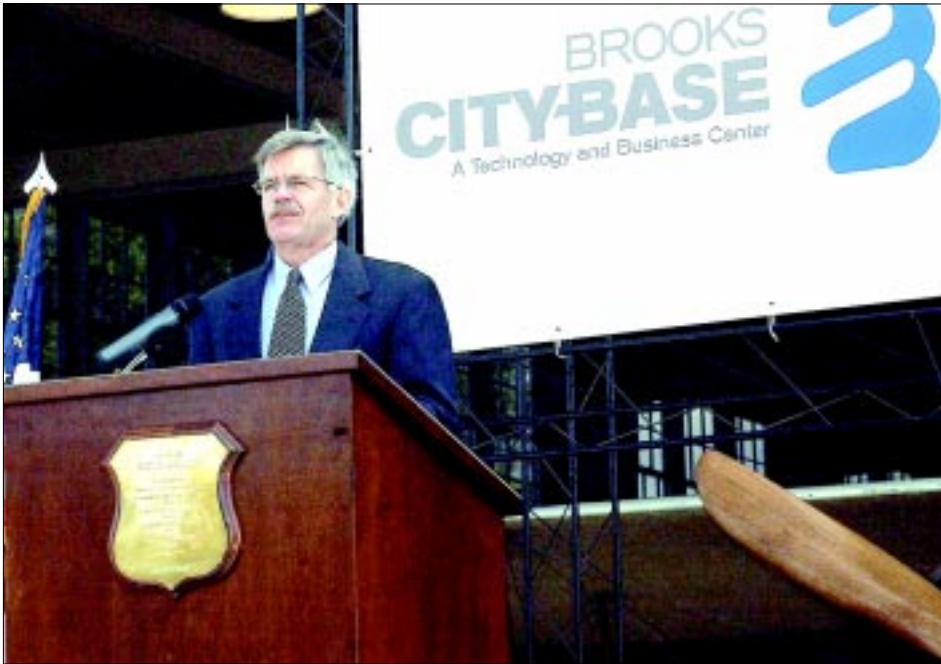
Photo by Cerise Fenton



History in the making



Photo by Master Sgt. Brent Squires
Dean Barker (left) and his father Bill Barker get ready to carry off the old Brooks Main Gate sign after replacing it with the new City-Base sign.



Howard Peak, chairman of the Brooks Development Authority, takes center stage.

Photo by Tech. Sgt. Pedro Ybanez



Photo by Dale Eckroth
Members of the Brooks Honor Guard and San Antonio Police Department open the conveyance ceremony.



Photo by Tech. Sgt. Pedro Ybanez
U.S. Sen. Kay Bailey Hutchison conducts a news conference inside Hangar 9.



Brooks street name changes reflect signs of the time

By Rudy Purificato
311th Human Systems Wing

Road map king Rand McNally could not have done a better job of making the latest Brooks senior leadership-inspired base street sign changes.

Necessitated by the Brooks City-Base conveyance, the move to change most of the street names began earlier this year. Changes were made only to Brooks streets whose names were duplicates in San Antonio to prevent interruptions in fire and EMS service.

"Eventually all of the street signs (here) will be changed to the city's blue and white colors," said Manny Villarreal, Grubb & Ellis Management Services logistics manager. Many of the base's original brown and white signs have been replaced, however, the names have not changed.

Among the original signs that sport the city's colors but retain the old names is Junkin Drive, located near the post office. It's named in honor of Natchez, Miss. native Samuel Junkin who earned his pilot's wings at Brooks Field in 1941. Junkin became the first World War II U.S. Army Air Corps aviator to shoot down a German plane.

Making Brooks history was a street renamed for the second time this year. RAM Road, formerly West Gate Road, has been renamed Louis Bauer Drive. This major thoroughfare, directly behind the U.S. Air Force School of Aerospace Medicine, was christened RAM Road to honor USAFSAM's Residency in Aerospace Medicine students. However, the name was changed to honor a world-renowned cardiologist and medical pioneer.

The late Dr. Louis Bauer was USAFSAM's second commandant. He served from 1919 until the school was moved from Mitchell Field, New York to Brooks Field in 1926. Born in Boston July 18, 1888, Bauer earned his medical degree with honors from Harvard University in 1912 and served as an Army Medical Corps officer from 1913 to 1926.

Bauer's contributions include serving as the Civil Aeronautics Board pioneer medical director, Aerospace Medical Association founder, American Medical Association president, World Medical Association founder and Secretary-General and Journal of Aviation Medicine editor-in-chief.

In a March 4, 1957 address to USAFSAM students, Bauer said, "Medicine is an international mission of mercy that stands above political and economic differences."



Courtesy photo

Dr. Billy Welch, for whom the Welch Way street is named, was involved in early space cabin simulation experiments for NASA as a U.S. Air Force School of Aerospace Medicine scientist.

Bauer died Feb. 2, 1964 and is buried at Arlington National Cemetery.

Ironically, a street sign change honors a Brooks 'living legend' who is past recipient of the Aerospace Medical Association's Louis Bauer Founders Award. Dr. Thomas Tredici,



Courtesy photo

Maj. Gen. G.K. Anderson shows then San Antonio Mayor Nelson Wolff an advanced flight suit in the early 1990's.

a USAFSAM scientist-ophthalmologist, has the added distinction of being the only active Brooks worker to have a street named in his honor. The 80-year-old Pennsylvanian's street adjoins the Brooks Club.

Welch Way, an old runway thoroughfare, is named in honor of Dr. Billy Welch who began his Air Force civil service career in 1959 with USAFSAM. Born in West, Texas Sept. 16, 1929, Welch earned a doctoral degree in biochemistry from Texas A&M University. He was involved in early spacecraft atmosphere experiments. Welch is a former USAFSAM deputy director, Human Systems Division chief scientist and Armstrong Lab director.

Several side streets off of the base's main Sidney Brooks roadway are named for retired Air Force commanders. Brig. Gen. Howard Unger served as Aerospace Medical Division commander from 1975-78. During his Brooks tour, the NASA moon rock repository was established on base. He was born July 2, 1927 in Shamokin, Pa.

Maj. Gen. John Ord served at Brooks as AMD commander from 1980-84. Born Nov. 6, 1923 in Baker, Ore., the World War II Navy veteran launched his Air Force career in 1953 as chief cardiologist at Lackland Air Force Base's Wilford Hall Medical Center. His contributions there include directing the first Air Force open heart surgery program. Ord also contributed to America's manned space program by serving as medical flight controller for several Gemini and Apollo missions and helped develop and implement three Skylab experiments.

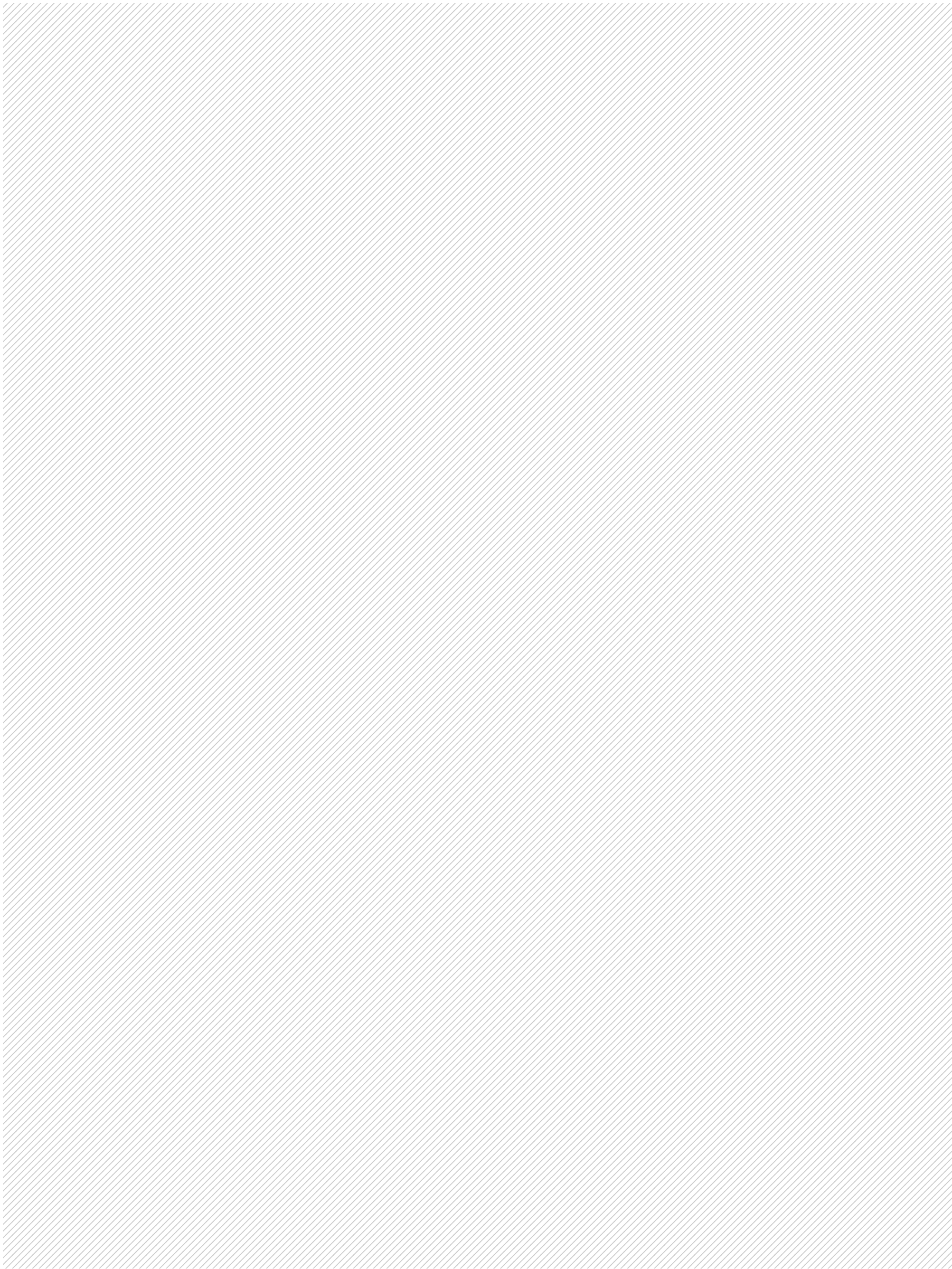
Brig. Gen. Murphy Chesney served at Brooks from 1978-80 as Deputy Surgeon General for Operations and Chief of Professional Services for the Air Force Medical Service Center. The former chief flight surgeon was born in Knoxville, Tenn. Nov. 29, 1927.

The road next to the former Brooks Fire Station is named for Maj. Gen. George K. Anderson who was a leader in aerospace and preventive medicine. Born Feb. 17, 1946 in Providence, R.I., Anderson served as Human Systems Division commander from 1990-92.

Former Inner Circle Road is now named for Brig. Gen. Thomas Crouch, AMD commander in 1966. Born in Douglas, Ariz. Aug. 26, 1915, Crouch was an orthopedic surgeon who served in the Pacific Theater during WWII.

One of the last street sign changes honors New York City native Maj. Gen. Fredric Doppelt, Human Systems Division commander from 1984-90.

Other recent street sign changes pays tribute to joint research such as Garden Plot Road, located near facilities operated by City-Base partner Palo Alto College.





Few employees lose jobs during City-Base RIF

By Rita Boland
Staff Writer

The Brooks City-Base reduction-in-force resulted in only three people being separated from government service involuntarily. Another 98 Brooks employees who found their positions eliminated were able to find employment elsewhere or retire or resign voluntarily.

“We think it’s fantastic to only have 3 percent of the City-Base impacted folks separated,” said Jennifer Sheppard of the Civilian Personnel Office on Brooks. “That’s a pretty good success story.”

The majority of Brooks personnel affected by City-Base were able to be placed into vacancies or found jobs on their own before the RIF notices went out in March.

“Most people were placed during the pre-RIF period,” Sheppard said. “We ended up sending out only 22 RIF notices due to City-Base, and some of them were RIF placement notices. After notices went out, we continued to work placement actions for affected employees during the 90-day notice period. This aggressive action is what resulted in only three people being separated.”

Various initiatives were taken to minimize the impact of City-Base. Civilian Personnel Office has been working to find job placements for affected employees since the jobs were declared surplus.

“I just feel very, very proud of my staff for how hard they worked to get that many people placed,” said Brenda McCain, the head of Civilian Personnel. “It’s a huge success. My staff worked very hard to make this happen.”

The RIF hit Civil Engineering the hardest, displacing 98 people. City-Base eliminated mainly the fire department and the repair and maintenance positions when the City of San Antonio took over those tasks.

After the Brooks Development Authority hired Grubb and Ellis Management Services, Inc., in March 2002 to maintain Brooks, the company promptly offered to hire the former civil engineering employees. Some of the employees went to work directly for Grubb and Ellis and subcontractors employed others.

“We made an effort to hire where we could,” said Ray Barger, vice-president and general manager of Grubb and Ellis. “These

“We think it’s fantastic to only have 3 percent of the City Base impacted folks separated.”

Jennifer Sheppard
Brooks Civilian Personnel Office

people know their jobs and it worked out for everybody. We made a serious effort to hire people we could from CE.”

When employees on Brooks were notified their jobs were going to be cut, a number of steps were taken to ensure as few people as possible would be without work or a retirement annuity.

“There were many different options for people,” Sheppard said.

Forty-two employees chose to participate in the Voluntary Separation Incentive Pay (VSIP) program or the VSIP II program.

Under VSIP, people can resign or retire voluntarily and receive an incentive of up to \$25,000. The incentive amount is based on a formula that includes time in service and age among other factors.

The VSIP II program allows someone, whose job is not affected by the RIF at another DoD location, to offer to resign or retire with an incentive. Brooks pays that person’s incentive and the displaced Brooks’ employee takes over the job at the other base. Five people got jobs through VSIP II.

“Once an employee accepts a VSIP and leaves they can do whatever they want to do, except work as a civil servant with the federal government for five years,” Sheppard said. “Ten of our employees who took VSIP went to work for contractors doing the same job they were doing before.”

Another 28 people found jobs using the Priority Placement Program. The PPP allows personnel who have been displaced to register for priority placement for vacant DOD jobs.

During the time of the pre-RIF at Brooks, Lackland Air Force Base was hiring people in the same areas that Brooks was losing people. With their registration in PPP, the Brooks employees had priority to be placed into those positions.

“Luckily, the timing was just right,” Sheppard said.

Other employees were placed under PPP in jobs at Fort Sam Houston and Randolph Air Force Base.

Under a special initiative, 18 Brooks fire fighters were reassigned to the Lackland Fire Department. Brooks transferred 20 civilian authorizations, along with 18 incumbents to Lackland. In return, Lackland sent 20 military firefighter authorizations to Air Force Material Command to disperse them as needed. “The firefighter situation was unique,” Sheppard said, “but it was a win-win situation for both commands.”

“We’re pretty impressed with what we did,” Sheppard said. “We were able to help a lot of people while saving the government money. If you work the process pro-actively, you have a good chance of getting the people placed.”

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Flyby for conveyance ceremony cancelled

By Rita Boland

Staff Writer

The United States military flyby has celebrated events from the Super Bowl to the presidential inauguration.

Unfortunately, the flyby scheduled for the Brooks City-Base Conveyance Ceremony July 22 was canceled due to weather.

According to safety officials at Randolph Air Force Base, home of the 12th Flying Training Wing Composite Formation, the ceiling must be at 3,000 feet or above for a flyby to proceed. The ceiling at Randolph was just below that mark.

“The bottom of the clouds were at the altitude we needed to fly and the tops were at the altitude we needed to hold,” said Lt. Col. Kevin Adams, mission commander for the

flyby and also the chief of safety at Randolph AFB.

Adams made the call to cancel the flight based on Air Force safety regulations. The mission was to be his last as team chief of the 12th FTW composite formation, which had been practicing for the event since last summer.

Adams was supposed to fly a T-43A, the center and lead plane in the formation. The T-43A is the Air Force version of the 737 Boeing transport. The formation would have also included two T-38 Talon jets, supersonic jet trainers; a single T-37B Tweet, a twin-engine jet used for training joint specialized undergraduate pilot students, and a T-6A Texan II. The T-6 is a single-engine, two-seat primary plane designed to train pilots on basic flying skills common to all military pilots. The final plane in the formation was a T-1A Jayhawk, a twin-engine jet trainer used for specialized undergraduate pilot training for students who will fly airlift or tanker aircrafts.

The 12th FTW personnel for the

event included 14 pilots and a navigator, maintainers and controllers at Randolph AFB, and a ground forward air controller who would have been in place at the ceremony. Stinson tower was also involved in the mission.

“I’m very disappointed,” Adams said. “We’ve been practicing for this for a long time. It’s been a lot of fun coordinating.”

People from Randolph, Brooks and Stinson Airfield, which controls the airspace above Brooks, had been involved in the planning. The planes were scheduled to pass over Hangar 9 at the end of the National Anthem.

“It’s definitely a show of patriotism, especially to have jets fly over at the end of the National Anthem,” Adams said.

Though the flight was a training mission for the 12th FTW, being chosen to participate is important for the pilots and navigators.

“It’s a feather in the cap to be on the composite formation team,” Adams said. “The squadron commanders pick the pilots and navigators.”

Some personnel at Brooks were also looking forward to the flyby

“I originally went to the ceremony to see the flyby, I’ve never seen one,” said Evelyn Cardona, a long-time employee of Brooks. “I was disappointed.”

Brooks officials received the call that the flight had been canceled just after 9 a.m.

“Had they been able to get off the ground and get formed, I think the (event area) would have cleared up, but we didn’t want to risk safety,” said Ed Shannon, chief of Community Relations, Brooks Public Affairs. “I was really impressed that Adams called later to see how the event went.”

With the absence of the planes, the ceremony proceeding directly from the end of the national anthem to the introduction of the master of ceremonies, Brig. Gen. Lloyd Dodd, 311th Human Systems Wing commander. The conveyance ceremony lasted for one hour.

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Photo by Tech. Sgt. Pedro Ybanez

Gen. Lester Lyles, commander, Air Force Materiel Command, left, recognized 311th Human Systems Wing Deputy Director Dr. Brendan Godfrey, center, and Brooks City-Base Project Office Director Pat McCullough during the City-Base conveyance ceremony luncheon July 22. Godfrey received the Exceptional Civilian Service Award, while McCullough earned the Meritorious Civilian Service Medal. Lyles recognized both men for their leadership and contributions throughout the concept development and implementation of the Brooks City-Base demonstration project.

